

# **Public Appointments Commission Secretariat**

**2012-13**

## **Report on Plans and Priorities**

---

The Right Honourable Stephen Harper  
Prime Minister of Canada

---

Patricia J. Hassard  
Deputy Secretary to the Cabinet  
Senior Personnel and Public Service Renewal

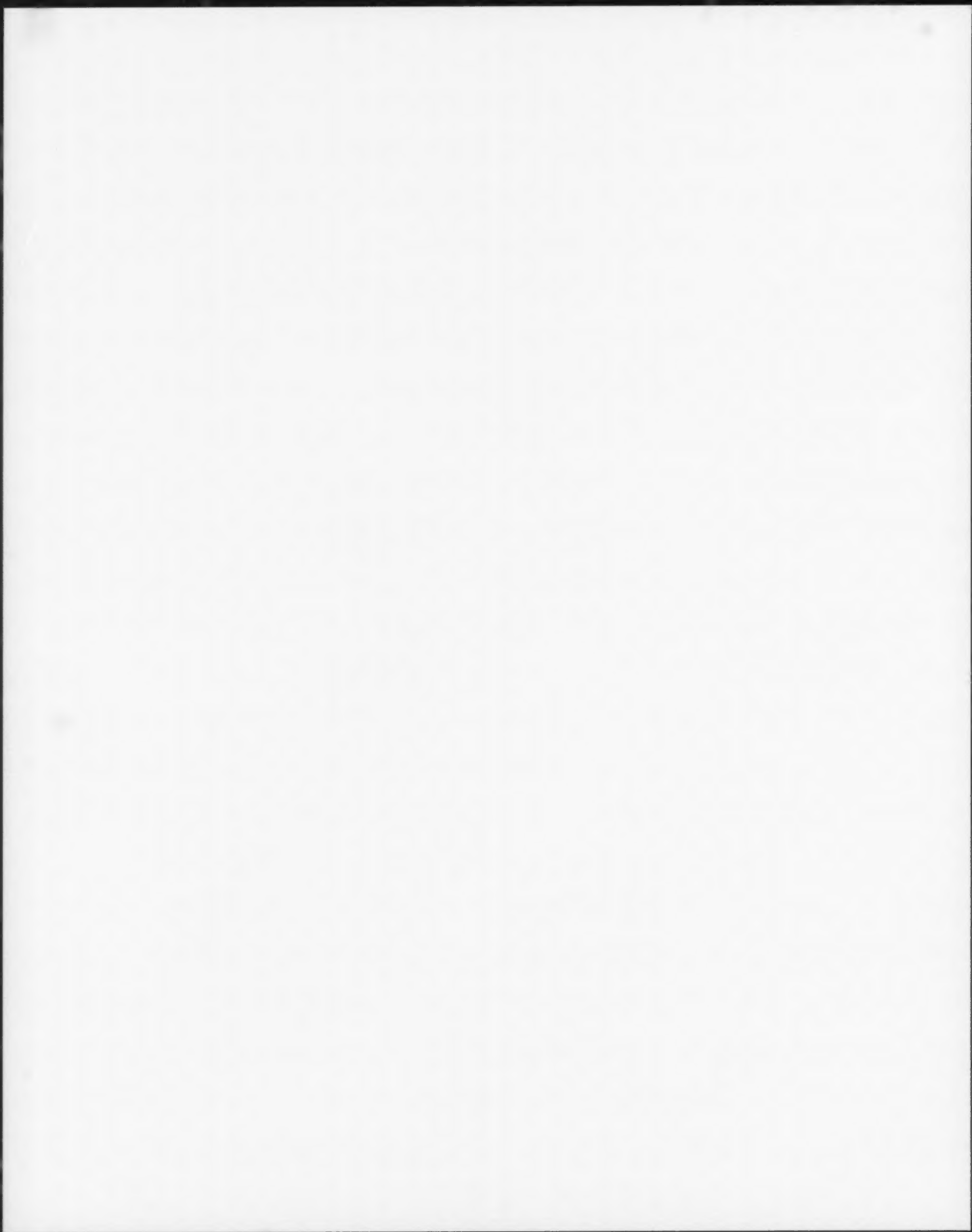


## Table of Contents

Section I: Organizational Overview.....	1
Raison d'être .....	1
Responsibilities .....	1
Strategic Outcome and Program Activity Architecture (PAA) .....	2
Organizational Priorities .....	2
Risk Analysis .....	3
Planning Summary .....	4
Expenditure Profile .....	5
Estimates by Vote .....	6
Section II: Analysis of Program Activities by Strategic Outcome .....	7
Strategic Outcome .....	7
Program Activity: Oversight of Governor-in-Council appointments.....	7
Planning Highlights.....	8
Program Activity: Internal Services.....	8
Planning Highlights.....	9
Section III: Supplementary Information.....	10
Financial Highlights .....	10
Future-Oriented Financial Statements .....	11
List of Supplementary Information Tables.....	11
Section IV: Other Items of Interest .....	11
Organizational Contact Information.....	11







## Section I: Organizational Overview

### Raison d'être<sup>1</sup>

The 2006 *Federal Accountability Act* provides for the creation of a Public Appointments Commission (the Commission).

The mandate of the Public Appointments Commission is to oversee the process through which people are appointed to agencies, boards, commissions and Crown corporations, but does not extend to making individual appointments.

The Public Appointments Commission Secretariat's main role is to provide advice and support for the development of the Public Appointments Commission.

On April 21<sup>st</sup>, 2006, a Public Appointments Commission Secretariat (the Secretariat) was created to facilitate the creation and maintenance of this Commission.

### Responsibilities

The role of the Secretariat is, if the Commission is constituted, to develop, review and implement policies, procedures and partnerships that will guide selection processes for Governor-in-Council appointments within the Commission's jurisdiction. Governor-in-Council appointments are appointments to agencies, boards, commissions and Crown corporations.

The work of the Secretariat is shared with Privy Council Office (PCO). This work helps to ensure that the policies and practices guiding selection processes are effective, efficient and timely and that these processes meet the specific needs of organizations.

---

1 This RPP for PACS is consistent with 2012-13 Main Estimates. It does not take into account the recent announcement by the Government that the Public Appointments Commission (PAC) will not be constituted and that the Public Appointments Commission Secretariat (PACS) will not be continuing operations beyond fiscal year 2011-12.

## Strategic Outcome and Program Activity Architecture (PAA)

### Strategic Outcome:

If the Commission is established, to help ensure fair and competency-based processes are in place for the recruitment and selection of qualified individuals for Governor-in-Council appointments across agencies, boards, commissions and Crown corporations.

### Program Activity 1: Oversight of Governor-in-Council appointments

Oversight of Governor-in-Council appointments contributes to the achievement of the Government of Canada outcome, "Well-managed and efficient government operations," by helping to ensure that, if the Commission is established, selection processes for Governor-in-Council appointments are fair and competency based.

### Program Activity 2: Internal services

Internal services activities support the effective and efficient delivery of Program Activity 1.

## Organizational Priorities<sup>2</sup>

Priority	Type <sup>3</sup>	Program Activity
Conducting research into domestic and international selection processes to identify trends and best practices.	Ongoing	Oversight of Governor-in-Council appointments
Description		

---

2 Please note that the Commission has not yet been established.

3. "Type" is defined as follows: ongoing—committed to at least three fiscal years before the subject year of the report; previously committed to—committed to in the first or second fiscal year before the subject year of the report; and new—newly committed to in the reporting year of the Report on Plans and Priorities or Departmental Performance Report.



If the Commission were constituted, the Secretariat would:

- provide policy and operational support to the chair of the Commission and any members appointed;
- help to prepare plans for the Commission's organizational structure, including ones related to planning and reporting obligations under Section 1.1 of the *Financial Administration Act*;
- research best practices, conduct literature reviews, consult with federal departments, agencies, boards, commissions and Crown corporations, as well as other levels of government in Canada and abroad, to develop, for the early consideration of the Commission, a Code of Practice and associated guidance for selection processes leading to Governor-in-Council appointments.
- support the Commission in providing advice and monitoring the application of the Code of Practice, and provide the Prime Minister with an Annual Report tabled in both Houses of Parliament.

Priority	Type	Program Activity
Internal management	Ongoing	Oversight of Governor-in-Council appointments
<b>Description</b>		
<ul style="list-style-type: none"> <li>• Support the Commission's start-up and oversight of selection processes for public appointments.</li> </ul>		

## Risk Analysis

The Secretariat mitigates risk by preparing for the establishment of a Commission and by supporting improvements to selection processes.

## Planning Summary

In order to provide for the possibility that a Commission might be established over the next fiscal year, an authority to spend \$1.1 million for the Commission and its Secretariat is being sought through the Main Estimates process, and is reported here as planned spending for 2012-13 and beyond.

### Financial Resources (thousands of dollars)

2012-13	2013-14	2014-15
1,068	1,068	1,068

### Human Resources (Full-Time Equivalent—FTE)

2012-13	2013-14	2014-15
4	4	4

### Planning Summary Tables (thousands of dollars)

Program Activity <sup>4</sup>	Forecast Spending 2011-12	Planned Spending <sup>5 6</sup>			Alignment to Government of Canada Outcomes
		2012-13	2013-14	2014-15	
Oversight of Governor-in-Council appointments	121	1,043	1,043	1,043	Well-managed and efficient government operations
<b>Total Planned Spending</b>		<b>1,043</b>	<b>1,043</b>	<b>1,043</b>	

4 For Program Activity descriptions, see Section II.

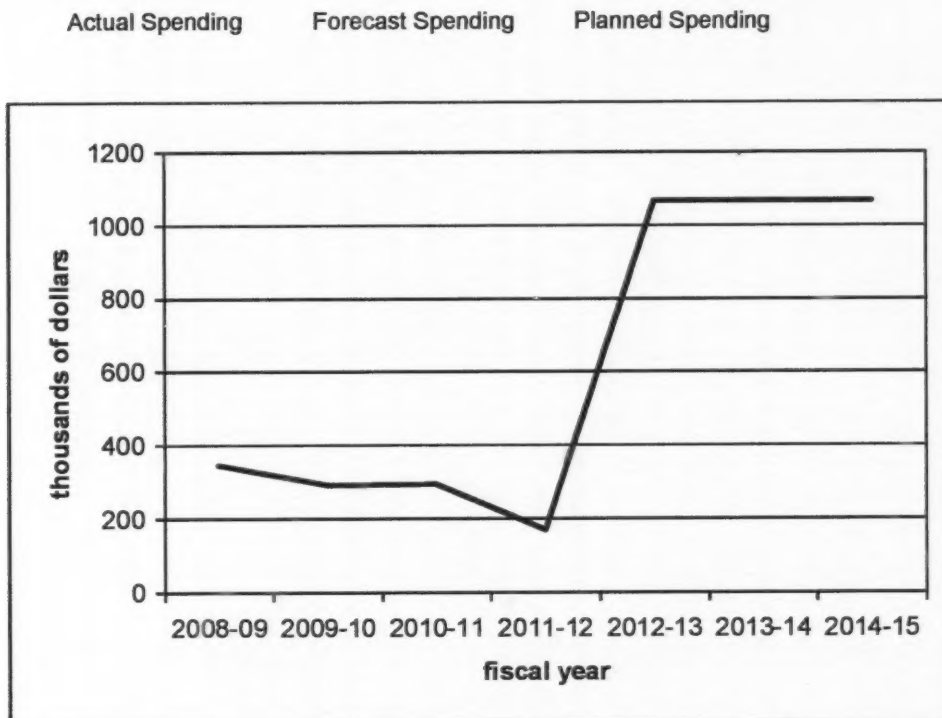
5 Please note that the Commission has not yet been established.

6 "Planned spending" is defined as spending that is expected to be incurred in a fiscal year and for which Cabinet and/or Treasury Board approval has already been obtained.

Program Activity	Forecast Spending 2011-12	Planned Spending <sup>7</sup>		
		2012-13	2013-14	2014-15
Internal services	50	25	25	25
<b>Total Planned Spending</b>		<b>25</b>	<b>25</b>	<b>25</b>

## Expenditure Profile

### Departmental Spending Trend Graph 2008-09 to 2014-15



The Secretariat was created in April 2006. In 2006-07, the Secretariat conducted consultations with federal, domestic and international partners as well as a review of appointment procedures for the Immigration and Refugee

<sup>7</sup> Please note that the Commission has not yet been established.

Board. The results of the consultations and review were made public in early 2007.

The Secretariat was not operational from spring 2007 to late fall 2007.

Since 2007-08, the Secretariat has focused on laying the groundwork for a Commission. This work has included conducting research and assisting in ongoing efforts to improve Governor-in-Council selection processes.

To provide for the possibility that a Commission might be established over the next fiscal year, an authority to spend \$1.1 million dollars for the Commission and its Secretariat is being sought through the 2012-13 Main Estimates process.

#### Estimates by Vote

For information on organizational appropriations, please see the 2012-13 Main Estimates publication.

## Section II: Analysis of Program Activities by Strategic Outcome

### Strategic Outcome

If the Commission is established, to ensure fair and competency-based processes are in place for the recruitment and selection of qualified individuals for Governor-in-Council appointments across agencies, boards, commissions and Crown corporations.

#### Program Activity: Oversight of Governor-in-Council appointments

If the Commission were to be constituted, the oversight of selection processes for Governor-in-Council appointments would cover activities relating to: the development of options for a principle-based and proportional Code of Practice, including minimum standards covering selection criteria, recruitment strategies and assessment processes; the development of procedures and guidance to assist auditors to assess compliance with the Code of Practice, once implemented; continued research into domestic and international agencies responsible for public appointments to identify best practices; and internal evaluation frameworks to measure success in achieving the mandate. Additionally, advice and best practices are shared with Privy Council Office officials to support ongoing improvements to existing selection processes.

In order to provide for the possibility that a Commission might be established over the next fiscal year, an authority to spend \$1.1 million for the Commission and its Secretariat is being sought through the Main Estimates process, and is reported here as planned spending for 2012-13 and beyond.

#### Financial Resources (thousands of dollars)

2012-13	2013-14	2014-15
1,043	1,043	1,043



**Human Resources (Full-Time Equivalent—FTE)**

2012-13	2013-14	2014-15
4	4	4

NB: The financial information shown above reflects planned spending for a fully established Commission and a fully staffed Secretariat. This is to provide for the possibility of the Commission's being constituted and the Secretariat's being fully staffed over the coming fiscal year.

Expected Results	Performance Indicators	Targets
For the Commission, if constituted, outcomes toward success include: public recognition and confidence in the selection processes for public appointments; partner compliance with the principles and minimum standards established; widespread use of consistent documents and procedures geared to specific organizational needs; identification and widespread dissemination of best practices; application of procedures to provide for a wider range of applicants; and high quality reporting systems.	A performance measurement strategy is being developed for the Commission and its Secretariat.	Implementation of the performance measurement strategy will coincide with the establishment of the Commission.

**Planning Highlights**

The Secretariat's focus is on being prepared should a new Commission be established. The Secretariat conducts research and assists officials at PCO in ongoing efforts to improve Governor-in-Council selection processes.

**Program Activity: Internal Services**

Internal services are services that are administered across the organization.

**Financial Resources (thousands of dollars)**

2012-13	2013-14	2014-15
25	25	25

**Human Resources (Full-Time Equivalent—FTE)**

2012-13	2013-14	2014-15
0	0	0

NB: The financial information shown above reflects planned spending for a fully established Commission and a fully staffed Secretariat. This is to provide for the possibility of the Commission's being constituted and the Secretariat's being fully staffed over the coming fiscal year.

**Planning Highlights**

The PCO Corporate Services Branch provides most administrative and financial services to the Secretariat.

## Section III: Supplementary Information

### Financial Highlights

<b>Future-Oriented Condensed Statement of Operations</b> For the years ending March 31 2012 and 2013 (in thousands of dollars)			
	<b>Change in Dollars</b>	<b>Future-Oriented 2012-13</b>	<b>Future-Oriented 2011-12</b>
Total Expenses	1,000	1,274	274
<b>Net Cost of Operations</b>	<b>1,000</b>	<b>1,274</b>	<b>274</b>

The estimated total expenses for the Public Appointments Commission Secretariat (PACS) for fiscal year 2012-13 is \$1,274 thousand. The forecast increase of \$1,000 thousand in the net cost of operations for fiscal year 2012-13 is mainly to provide for the possibility that a Commission might be established and that the Commission and Secretariat become fully operational over the next fiscal year. The bulk of the money will not be spent unless the Commission is established. During fiscal year 2011-12, as in previous fiscal years, the Secretariat focused on laying the groundwork for a new Commission, and only a portion of its Planned Spending was used to operate the Secretariat.

<b>Future-Oriented Condensed Statement of Financial Position</b> For the years ending March 31 2012 and 2013 (in thousands of dollars)			
	<b>Change in Dollars</b>	<b>Future-Oriented 2012-13</b>	<b>Future-Oriented 2011-12</b>
Total assets	-99	11	110
Total liabilities	47	62	109
Equity	-52	-51	1
<b>Total</b>	<b>-99</b>	<b>11</b>	<b>110</b>

The total assets for PACS for fiscal year 2012-13 are estimated at \$11 thousand. The forecast decrease of \$99 thousand in total assets for fiscal year 2012-13 is due to an anticipated reduction in accounts receivable. In addition, the total liabilities for PACS for fiscal year 2012-13 are estimated at



\$62 thousand; the forecast decrease of \$47 thousand in total liabilities is mainly due to a decrease in the Due to the Consolidated Revenue Fund. The decrease in the Due to the Consolidated Revenue Fund is partially offset by a small increase in payroll expenditures.

### Future-Oriented Financial Statements

The Secretariat's future-oriented financial statements can be found on PCO's website in the Reports and Publications section.

### List of Supplementary Information Tables

There are no supplementary information tables for the Secretariat for fiscal year 2012-13.

## Section IV: Other Items of Interest

### Organizational Contact Information

Public Appointments Commission Secretariat  
155 Queen Street, Room 319  
Ottawa, Ontario  
K1A 0A5  
Tel: (613) 952-4906  
Fax: (613) 957-5016  
Email: [info@pac-cnp.gc.ca](mailto:info@pac-cnp.gc.ca)